

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

OP Planning Program for FY 1985

STAT

FROM:

DA Planning Officer  
7D18 HQ

EXTENSION

NO.

STAT

DATE

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. EXO/DDA

9 NOV 1984

*Bel*

2. ADDA

13 NOV 1984

*Z*

3.

4. DDA

13 NOV 1984

*O*

5.

6. DDA/MS, 

OP's FY 85 goals and objectives are attached. The entire Planning Program looks very energetic and reflects the office's continued commitment to excellence.

I have included a suggested memo a-proving the plan, if you agree.

Attachment

7.

8.

9.

10.

11.

12.

13.

14.

15.

84-2409/15

13 NOV 1984

MEMORANDUM FOR: Director of Personnel

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Planning Program for FY 1985

REFERENCE: Office of Personnel Five-Year Plan

I have reviewed and approved your FY 1985 Planning Program. I think the overall plan is excellent. I look forward to meeting with you and your people quarterly to review the progress of your important programs and to discuss any problem areas.

STAT

Harry E. Fitzwater

STAT  
DUA/MS  
Orig - Adse  
1 - DDA Subject  
1 - DDA Chrono  
1 - DDA/MS Subject  
1 - DDA/MS Chrono

13Nov84)

Office of Personnel Five Year Plan  
(FY 1985 Revision)

SUMMARY

1. The Agency has experienced an overall low attrition rate in comparison to other government agencies; however, in certain occupational categories or sub-career groups attrition rates may be higher than the Agency average. Managers should be prepared for increases in personnel turnover in these areas. The Agency will continue to be affected by the worsening comparability of Federal pay and benefits compared to the private sector. The prospect of foreign service is no longer as attractive to applicants as it once was. The greater prevalence of two-income families is affecting the selection of an employer and the ability to accept assignments that require a change of location. Increasing portability of retirement and health benefits may "unlock" employees who are now committed to Agency or Federal careers to assure their benefits. The growth of Agency programs is creating an increasing requirement for employees with engineering/technical/ADP skills who function as specialists in an environment that still tends to encourage "generalists" and who have alternative employment opportunities.

BACKGROUND

2. The workload of the Office of Personnel is primarily affected by change in the size of the total employee population that is served and by changes in the annual level of EODs that is required for replacement and strength augmentation. About three-fourths of the Office relates to the first factor and about one-fourth to the second.

3. The Federal career is perceived as being less attractive than it has been in the past. Federal reductions have weakened the perception of job security. Pay compression and pay lids seem a way of life. The costs of benefits to the employee have risen and the value of benefits has been reduced. Uncertainties abound as to what retirement benefits the employee can expect when finally ready to retire.

4. The trend in Federal employee benefits is continually reducing the "locked in" factor for Agency employees. Historically, retirement plans and health benefits have not been portable and this has facilitated the retention of the employee with five years or more service. The extension of Medicare, Social Security, and Individual Retirement Plans to Federal employees will increase the portability of key benefits and make it less of a sacrifice to resign to enter the private sector.

ADMINISTRATIVE INTERNAL USE ONLY

5. The increasing devaluation of the U.S. dollar and a spreading adverse, or even militant, attitude toward Americans will make it more difficult to recruit for work overseas and to assign these employees already on duty.

6. The growing prevalence of the two-income family will affect employee assignment and even retention. The Agency already is seeing the impact on overseas and domestic assignments. The retention of employees can be affected by the reassignment of an "outside" spouse. Circumstances leading to the resignation of an Agency employee may also lead to the resignation of a spouse who works for the Agency. (Double separations have been a recent phenomenon.)

7. The growth of dual Agency careers for Agency employees and their spouses will present the Agency with increasing problems involving dual assignments overseas, separated tours, or the preservation of the dormant career of an accompanying spouse. In addition, the increased numbers of qualified women in skilled Agency positions increases the likelihood of both spouses having careers in the Agency.

8. Changing societal values will result in more changes in the values of recently hired employees when compared to employees hired in past years. Employees are more likely to question the desirability of assignments than they were in past years. These questions involve not only career issues but domestic circumstances. Family satisfaction with facilities and services is now a much bigger issue in assignments involving relocations. As a result of these changes, the Agency will be increasingly faced with meeting employee demands for career satisfaction as well as family support in accomplishing employee reassignments.

9. Technical-scientific skills will figure prominently in Agency recruitment. Unfortunately, specialists will continue to have difficulty competing with generalists for assignments and promotions. This affects retention and consequently the outside perception of the Agency as a good place to work. In view of the growing need for specialized skills in all job markets, outside competition can be expected to be intense.

10. The continual easing of ethical and moral standards in our society will require the Agency to spend relatively more resources to find qualified applicants who meet our security and medical standards.

11. Promotion rates can be expected to drop. A slowdown in the Agency's buildup, the new Federal emphasis on discouraging early retirement, a discouraging environment for second careers, and growing pressure to permit workers to work as long as they are capable will all have the effect of raising the average retirement age for Agency employees. This in turn, by reducing retirements, will reduce the promotion rate. Disappointed employees may seek alternative employment. It is thus quite possible that retirement rates may stay low while resignation rates rise.

12. It will be necessary to upgrade or replace the PERSIGN and related data base systems and to enlarge the field of data elements recorded on-line and in electronic storage. Data support to components has burgeoned and will continue to increase. Additional analytic methodologies will be required by management to monitor hiring and promotion practices. Some R&D funding for the development of such methodologies will be required. The current drive to provide decentralized access (read-only) to the central data base will have future budgetary implications and will affect the skills required of personnel officers.

#### ACTIONS

13. In keeping with the DCI's statement on Affirmative Action, continue to acquire and retain a high-quality, representative (minority, women) work force.

14. Develop personnel management systems which reflect the current trend toward a greater degree of mobility in and out of the Agency and recognize the need for both career and short-term employees to meet personnel staffing levels.

15. Continue to review and upgrade the Agency's benefits package and keep employees informed of their available benefits.

16. Keep Agency compensation competitive, including the upper grades and special pay categories.

17. Develop an improved performance awards system.

18. Develop a special corps of cross-trained managers who can manage Agency specialists in production, collection, and administration, or functional specialists (such as personnel managers cross-trained in personnel administration, data base management, planning, and quantitative analysis).

19. Continue the emphasis on "Excellence" and our actions to recapture and preserve the Agency's very special environment that stresses teamwork, accomplishment, worth, and organizational vitality. It demands much and receives much from employees in return for an employer that is aware of the unique problems faced by its employees, makes an extra effort on their behalf, and enhances job satisfactions.

20. Develop and apply productivity measures where relevant.

21. Create incentives for managers to focus on and improve productivity. The system now tends to work against the manager who does more with less. If the unit is smaller, it may work against the grade allocated for the manager's position. Conversely, the manager who is expanding the unit may receive a higher grade allocation.

22. Continue the development of the program to respond to a crisis or a change of policy which dictates a rapid buildup (surge capability) in some function whether it be employment, operations, etc. The reserve program should be fostered, while pursuing other options such as tracking the current occupations of our retirees, using retirees on a part-time basis, and job-sharing.

23. Continue to increase the portion of the OP budget for non-personnel items, such as ADP support, office equipment, applicant travel, advertising, and R&D into new methodologies.

24. Increase the employee resources of the central Office of Personnel, in proportion to the manpower increases in the rest of the Agency, as well as increasing the number of personnel officers assigned to the components roughly in proportion to the increase in Agency size. Create an Office of Personnel development complement, in addition to the strength level required for central functions, to accommodate the necessary training of new officers.

OBJECTIVE AND ACTION PLAN

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OBJECTIVE NO. OP/85-1	OFFICE OP/ID/I&AB	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD			STATUS					
				WKYR	DOLLARS				+	=	<			
OBJECTIVE AUTOMATED BIOGRAPHIC PROFILE														
Improve the graphic presentation and content quality of the Automated Biographic Profile, simultaneously changing ADP production procedure to ensure faster turnaround with the goal of continued acceptance and application at all Agency management levels.														
ACTION PLAN (Milestones)			COMPLETION MONTH: SCHEDULED O, ACTUAL X											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Redesign & reprogramming of computer processing procedures using BG-2 conventions which eliminate need for magnetic tapes.				0										
2. Discovery & initiation of XEROX 9700 procedure to vary heading type styles, line weights & other visual engancements to format.				0										
3. Section order revision, introduction of training record data, medical assignability codes, etc., based on user recommendations.					0									
4. OP review & user acceptance						0								
5. OP and ODP program implementation							0							
6. Final production program establishment								0						
(This objective is based on the Computer Applications Request submitted to ODP on 14May84, with ODP action initiated 14Sep84. Workorder is numbered 84P024)														

OBJECTIVE AND ACTION PLAN

9/21/84

STATUS	OBJECTIVE	ASSIGNED TO	COMPLETION DATE	COMPLETION STATUS	REMARKS
STAT	OP/85-2	OP/PMCD			
STAT	Develop a Handbook on Hours of Work and Premium Pay to assist components in the interpretation of				
STAT					
STAT	Draft incorporating all policy changes not currently published			0	
STAT	Revise to reflect Handbook			0	
	Coordinate draft internally in PMCD/PAGE			0	
	Forward to DD/PAGE for Agency coordination and publication			0	



## OBJECTIVE AND ACTION PLAN

OBJECTIVE NO. <b>OP/85-3</b>	OFFICE <b>OP/PMCD</b>	RESPONSIBLE OFFICER	FY		FY REQUIRED ESTIMATE		PERIOD		STATUS					
<p>OBJECTIVE</p> <p>In conjunction with the Office of Communications, develop and implement an experimental grade banding program within the Office of Communications.</p>			WYR		DOLLAR		OCT - DEC							
							JAN - MAR							
							APR - JUN							
							JUL - SEP							
							1. EXCEEDING PLAN							
							2. MEETING PLAN							
							3. BEHIND PLAN							
ACTION PLAN (Milestones)			COMPLETION MONTH: SCHEDULED O: ACTUAL Y											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
						1985								
Finalize Memorandum of Understanding between OP and OC on administrative procedures for the experiment			0											
Obtain DDCI concept approval for the experiment (OP action)			0											
Coordinate with OLL and Comptroller on the notification of OMB and Congressional Oversight Committees, as appropriate			0											
Coordinate necessary system modifications within OF and OP (OP action)			0											
Complete conversions of personnel to experimental pay system (OC action)						0								
Assess employee attitudes toward OC and the pay program at implementation, using attitudinal survey questionnaire developed for the experiment (OC/OP)						0								
Develop OC/OP education package for use in field							0							
Conduct joint OC/OP education program for field								0						
Evaluate feedback from field resulting from education program and make any necessary administrative adjustments (OC/OP)										0				

# OBJECTIVE AND ACTION PLAN

OBJECTIVE NO.	OFFICE	RESPONSIBLE OFFICER	FY RESOURCE ESTIMATE		PERIOD	STATUS
			WYV	DOLLARS		
OBJECTIVE	OP/PMCD				OCT - DEC	
					JAN - MAR	
					APR - JUN	
					JUL - SEP	
					EXCEEDING PLAN	
					MEETING PLAN	
					BEHIND PLAN	

  

ACTION PLAN (Milestones)	COMPLETION MONTH: SCHEDULED O, ACTUAL Y											
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Begin to assess rating and increment recommendations from field and evaluate distributions (OC/OP)												0
Begin to assess costs of first annual pay decision process (OC/OP)												0

## OBJECTIVE AND ACTION PLAN

9/21/84

OBJECTIVE NO.	OFFICE	REPORTING OFFICER	PERIOD	STATUS
OP/85-4	OP/PACD			
<p>Evaluate the current position classification program and develop recommendations for changes necessary to reflect the Agency's internal value system.</p>			<p>PERIOD</p> <p>DATE - DEC</p> <p>DATE - JAN</p> <p>DATE - FEB</p> <p>DATE - MAR</p> <p>DATE - APR</p> <p>DATE - MAY</p> <p>DATE - JUN</p> <p>DATE - JUL</p> <p>DATE - AUG</p> <p>DATE - SEP</p> <p>DATE - OCT</p> <p>DATE - NOV</p> <p>DATE - DEC</p>	<p>STATUS</p> <p>PLANNED</p> <p>IN PROGRESS</p> <p>COMPLETED</p> <p>ON HOLD</p> <p>ABANDONED</p>
<p>Evaluate current Agency classification system and practices, and identify anomalies resulting from (1) inconsistency in application and (2) occupational inconsistencies resulting from primary standard conflicts with Agency internal value system.</p>				
<p>Evaluate alternative job evaluation systems and rate as to utility within Agency.</p>				
<p>Develop recommendations for management to modify current Agency job evaluation program to reflect the Agency's internal value system.</p>				
<p>Present proposal to D/Pers for consideration and approval.</p>				

<b>OBJECTIVE NO.</b> OP/85-5	<b>OFFICE</b> OP/PAGE/PEPS	<b>RESPONSIBLE OFFICER</b>	<b>FY</b>	<b>FY RESOURCE ESTIMATE</b>		<b>PERIOD</b>		<b>STATUS</b>	
				<b>WKYR</b>	<b>DOLLARS</b>			<b>+</b>	<b>=</b>
<b>OBJECTIVE</b> Formally establish official Agency policy regarding part-time employees and their entitlements.						<b>OCT - DEC</b>			
						<b>JAN - MAR</b>			
						<b>APR - JUN</b>			
						<b>JUL - SEP</b>			
						<b>+ EXCEEDING PLAN</b>			
						<b>= MEETING PLAN</b>			
						<b>&lt; BEHIND PLAN</b>			

  

<b>ACTION PLAN (Milestones)</b>	<b>COMPLETION MONTH: SCHEDULED O. ACTUAL X</b>											
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Collect and review OPM, Standardized Regulations, Department of State, and other relevant guidance on part-time employment.	0											
2. Identify specific problem areas and possible solutions through discussion with representatives from each Career Service.		0										
3. Report to D/OP the results of the review and discussions, including recommendations for policy initiatives or changes.				0								
4. Obtain the appropriate level of approval of any policy changes or initiatives that may be necessary.					0							
5. Upon approval of any recommendations prepare and submit the appropriate Agency issuances to announce and implement the policy.							0					

## OBJECTIVE AND ACTION PLAN

OBJECTIVE NO.	OFFICE	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD	STATUS							
				WKYR	DOLLARS		+	=	<					
OP/85-6	OP/PA&E/P&PS					OCT - DEC								
OBJECTIVE	Determine the effectiveness of the Comparative Evaluation Factors used in the Agency's Comparative Evaluation system.					JAN - MAR								
						APR - JUN								
						JUL - SEP								
			+ EXCEEDING PLAN											
			= MEETING PLAN											
			< BEHIND PLAN											
ACTION PLAN (Milestones)			COMPLETION MONTH: SCHEDULED O; ACTUAL X											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Review the original task force material and the 1982 report on the review of the evaluation system.			0											
2. Collect and review other literature on the subject to discover other potential alternatives.			0											
3. Compare the Agency's current system with that of the State Department.				0										
4. Identify specific problems and possible solutions through discussions with representatives from each Career Service.					0									
5. Report to D/OP the results of the review and discussions, including recommendations for further action if necessary.						0								
6. Obtain the appropriate level of approval of any policy changes that may be necessary.							0							
7. Upon approval of policy changes, prepare and submit the appropriate Agency issuances to announce and implement them.									0					

## OBJECTIVE AND ACTION PLAN

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OBJECTIVE NO. OP/85-7	OFFICE OP/PAGE/P&PS	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD		STATUS						
OBJECTIVE  Review Agency home leave entitlements, policies and practices to determine if changes are warranted.				WKYR	DOLLARS			+	=	<				
						OCT - DEC								
						JAN - MAR								
						APR - JUN								
						JUL - SEP								
						+ EXCEEDING PLAN								
						= MEETING PLAN								
						< BEHIND PLAN								
ACTION PLAN (Milestones)			COMPLETION MONTH: SCHEDULED O: ACTUAL X											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Review statutes, Agency regulations and other appropriate guidelines and practices.			0											
2. Obtain appropriate statistics concerning home leave used, held in escrow, etc.				0										
3. Identify specific problem areas through discussions with representatives from each Career Service and some randomly selected employees.					0									
4. Analyze the results and report to D/OP with recommendations for further action if necessary.						0								
5. Obtain the appropriate level of approval of any policy changes or initiatives that may be necessary.							0							
6. Upon approval of any recommended changes, prepare and submit the appropriate Agency issuances to announce and implement them.									0					

## OBJECTIVE AND ACTION PLAN

OBJECTIVE NO.	OFFICE	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD	STATUS							
				WKYR	DOLLARS		+	=	<					
OP/85-8	OP/HRPS					OCT - DEC								
OBJECTIVE Develop and Refine an Effective Promotion Simulation System.						JAN - MAR								
						APR - JUN								
						JUL - SEP								
						+ EXCEEDING PLAN = MEETING PLAN < BEHIND PLAN								
ACTION PLAN (Milestones)			COMPLETION MONTH: SCHEDULED O, ACTUAL X											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
°Develop a basic promotion simulation tailored to the requirements of a specific Career Service panel.			X											
°Use Career Service panel feedback to modify and improve basic promotion simulation. (CS#1)			X											
°Modify basic promotion simulation for application to an additional Career Service panel. (CS#2)														
a. Determine the manpower impacts of Career Service panel promotion and hiring policies.			X											
b. Document the policy impact forecasts in textual and graphic form.			0											
c. Brief the Career Service panel on the simulation results.			0											
°Use Career Service panel feedback to tailor and improve modified model.														
a. Determine the manpower impacts of Career Service panel promotion and hiring policies.					0									
b. Document the policy impact forecasts in textual and graphic form.					0									
c. Brief the Career Service panel on the simulation results.					0									

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## OBJECTIVE AND ACTION PLAN

OBJECTIVE NO.	OFFICE	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD	STATUS							
				WKYR	DOLLARS									
OP/85-9	OP/EBS					OCT - DEC	+ = <							
OBJECTIVE  Develop a supplemental retirement program for the Agency.						JAN - MAR								
						APR - JUN								
						JUL - SEP								
			▲ EXCEEDING PLAN = MEETING PLAN < BEHIND PLAN											
ACTION PLAN (Milestones)			COMPLETION MONTH: SCHEDULED O: ACTUAL X											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Renew contract of [ ] of Hay Associates to assist in update of actuarial valuation of retirement options and proposals.			0											
2. Keep abreast of actions on the Hill regarding supplemental retirement issue--OLL [ ]							ON GOING							
3. Review status of ongoing Congressional initiatives and determine when and what type of briefings of Administration and Congressional committees are appropriate. Keep in mind that we need to stay flexible and not be committed to any specific action until timing is appropriate. Briefings should include Director of Personnel meeting with staffs of the Intelligence Oversight committees and the Senate and House committees having jurisdiction on Federal retirement programs.							0							
4. Using input from Congressional committees and Agency management, update and modify specific retirement proposals/actuarial valuations in conjunction with Ed Hustead and Andy Ruddock. (This will be ongoing activity influenced by initiatives and parameters defined by Congress and the Administration.)														0
5. Begin more detailed briefings with Congress and the Administration on our real desires for supplemental retirement.						0			0					

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## OBJECTIVE AND ACTION PLAN

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OBJECTIVE NO <b>OP/85-12</b>	OFFICE <b>OP/LBS</b>	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD	STATUS							
				WKYR	DOLLARS		>	=	<					
OBJECTIVE Develop an applicant benefits package to send to applicants prior to EOD to explain benefits program and develop an EOD benefits package with expanded information.						OCT - DEC								
						JAN - MAR								
						APR - JUN								
						JUL - SEP								
						> EXCEEDING PLAN = MEETING PLAN < BEHIND PLAN								
ACTION PLAN (Milestones)			COMPLETION MONTH: SCHEDULED O. ACTUAL Y											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Determine ingredients for inclusion in both the applicant and EOD benefits packages.				0										
2. Have independent contractor develop a draft design of package.					0									
3. Obtain D/Pers approval to hire consultant to prepare professional design layout.						0								
4. Receive final proofs from consultant.							0							
5. Print package.								0						
6. Begin distribution to applicants.								0						

## OBJECTIVE AND ACTION PLAN

OBJECTIVE NO. OP/85-11	OFFICE OP/EBS	RESPONSIBLE OFFICER	FY		FY RESOURCE ESTIMATE		PERIOD		STATUS					
OBJECTIVE  Improve the flexibility of the Agency's employee benefits program.					WKYR	DOLLARS								
							OCT - DEC							
							JAN - MAR							
							APR - JUN							
							JUL - SEP							
							EXCEEDING PLAN							
							MEETING PLAN							
							BEHIND PLAN							
ACTION PLAN (Milestones)			COMPLETION MONTH: SCHEDULED O. ACTUAL Y											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Determine the nature of employee benefit changes desired.														
2. Seek OGC opinion on nature of our flexibility.														
3. Obtain from external consultants proposals on how they would approach such a study.														
4. Based on input from OGC and external consultants, decide on possibility of implementing new programs.														

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## OBJECTIVE AND ACTION PLAN

OBJECTIVE NO. OP/85-13	OFFICE OP/100	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD		STATUS	
				WKVR	DOLLARS				
OBJECTIVE  Automation of Claims, Accounting and Insurance System (CAIS)						OCT - DEC			
						JAN - MAR			
						APR - JUN			
						JUL - SEP			
						+ EXCEEDING PLAN			
						= MEETING PLAN			
						< BEHIND PLAN			

  

ACTION PLAN (Milestones)	COMPLETION MONTH: SCHEDULED (0), ACTUAL (X)											
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
<u>Initiation Phase</u>												
1. Consultants to complete system operations concept	--(0)											
2. Consultants to complete detailed system requirements document				-(0)								
3. Consultants to complete data requirements document					--(0)							
<u>Definition Phase</u>												
4. Consultants to complete system definition document						--(0)						
5. Consultants to complete interface control document							-(0)					
6. Consultants to complete requirements feasibility document								-(0)				
7. Consultants to complete package review and recommendation report									-(0)			
8. Review of accomplishments and decision on continuation with current contractor or selection of new contractor.										-(0)		
<u>Definition Phase</u>												
9. The preliminary and detailed system design phase will begin in June 1985, but not be completed until approximately mid 1986.										-(0)		

## OBJECTIVE AND ACTION PLAN

OBJECTIVE NO <b>OP/85-14</b>	OFFICE <b>OP/IOB</b>	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD			STATUS					
OBJECTIVE  Review of the United Benefit Life Insurance Company (UBLIC)				WKYR	DOLLARS	OCT - DEC			+	=	<			
						JAN - MAR								
						APR - JUN								
						JUL - SEP								
			1 EXCEEDING PLAN 2 MEETING PLAN 3 BEHIND PLAN											
ACTION PLAN (Milestones)			COMPLETION MONTH: SCHEDULED D. ACTION											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Submit consultant's proposed changes to the GEIA Board for approval.					-()									
2. Forward proposed changes to Underwriter for review and comments.					-()									
3. Send Underwriter's response to consultant for review and comments.						-()								
4. Print new UBLIC information sheets and revised application forms.							-()							
5. Draft Headquarters Notice and WWSB announcing changes.								-()						
6. Make necessary changes in PERINSUR and EBB internal procedures.										-()				
7. Effect new benefits and premiums as of 1 August 1985 to coincide with beginning of contract year.												-()		

OBJECTIVE AND ACTION PLAN

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OBJECTIVE NO OP/85-15	OFFICE OP/ERS	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD	STATUS							
				WKVR	DOLLARS		OCT - DEC	>	=	<				
OBJECTIVE Develop an employee benefits package for presentation at employee benefits days to be held throughout Headquarters Metropolitan area.						JAN - MAR								
						APR - JUN								
						JUL - SEP								
			+ EXCEEDING PLAN = MEETING PLAN < BEHIND PLAN											
ACTION PLAN (Milestones)			COMPLETION MONTH: SCHEDULED O. ACTUAL Y											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Identify program coordinator and establish dates for presentations.				( )										
2. Determine content of presentations, names of participants and acquire locations for presentations.					( )									
3. Determine methodology of presentations.						( )								
4. Begin presentations.							( )							





## OBJECTIVE AND ACTION PLAN

STAT OBJECTIVE NO	OP/85-17	OFFICE	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD		STATUS						
		OP/ESD/FELO			MYR	DOLLARS	OCT - NOV								
OBJECTIVE								DEC - JAN							
								FEB - MAR							
								APR - MAY							
								JUN - JUL							
								AUG - SEP							
Develop Informational Resource Brochure for EOD Resettlement Assistance								F EXCEEDING PLAN							
								MEETING PLAN							
								BEHIND PLAN							
ACTION PLAN (Milestones)				COMPLETION MONTHS SCHEDULED TO ACTUAL X											
				OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Collate multiple resources of information to assist EOD's resettle in the metropolitan area, including car registration information, private relocation assistance centers, local Chamber of Commerce addresses, free publication subscriptions (Washington Post, Homes Magazine), etc.				(0)											
2. Develop attractive brochure in conjunction with Graphics/P&PD.							(0)								
3. OI/P&PD Publication									(0)						

## OBJECTIVE AND ACTION PLAN

OBJECTIVE NO. OP/85-18	OFFICE OP	RESPONSIBLE OFFICER	FY		FY RESOURCE ESTIMATE		PERIOD		STATUS	
OBJECTIVE					WKYR	DOLLARS			+	=
Provide improved travel services to Agency travellers.							OCT - DEC			
							JAN - MAR			
							APR - JUN			
							JUL - SEP			
							+ EXCEEDING PLAN			
							= MEETING PLAN			
							< BEHIND PLAN			

  

ACTION PLAN (Milestones)	COMPLETION MONTH: SCHEDULED O; ACTUAL X											
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
•Establish satellite APOLLO ticketing units in the following outlying buildings: 2) Key 3) South			O			O						O
•Cross-train CPB's travel specialists in both transportation and documentation functions so the traveller does not have to wait to see two people as is required now.			O									
•Establish a CPB Daily Duty Officer to handle emergency travel requirements without undue delay.				O								
			O									
•Automate control systems and travel procedures in CPB: 1) Analyze current systems and procedures in order to streamline them and eliminate redundancies. 2) Develop detailed, computerized instructions as aids for travel specialists. 3) Implement the automated systems and procedures.				O		O			O			

## OBJECTIVE AND ACTION PLAN

OBJECTIVE NO. <b>OP/85-19</b>	OFFICE <b>Employment</b>	RESPONSIBLE OFFICER <b>DD/E</b>	FY		FY RESOURCE ESTIMATE		PERIOD		STATUS					
OBJECTIVE  Meet the Agency's FY-85 hiring objectives which will include the proper mix of occupational skills and critical category requirements established by the Directorates.					WKYR	DOLLARS	+ = <							
							OCT - DEC							
							JAN - MAR							
							APR - JUN							
							JUL - SEP							
							+ EXCEEDING PLAN							
							= MEETING PLAN							
							< BEHIND PLAN							
ACTION PLAN (Milestones)			COMPLETION MONTH: SCHEDULED O; ACTUAL X											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
<ul style="list-style-type: none"> <li>Implement the "KEY" file system for critical category requirements.</li> </ul>			°											
<ul style="list-style-type: none"> <li>Develop tracking mechanism to ensure a capability exists to track monthly progress toward the objective.</li> </ul>			°											
<ul style="list-style-type: none"> <li>Implement and evaluate annuitant test programs at selected universities and military bases for the purpose of generating additional CT and other applications.</li> </ul>					°									
<ul style="list-style-type: none"> <li>Through analysis of EODs during FY80-84, determine most productive geographic regions and most effective media in order to ensure that our advertising dollar is being invested to achieve the maximum return.</li> </ul>				°										
<ul style="list-style-type: none"> <li>Conduct quarterly reviews of progress. Implement changes as required.</li> </ul>					°		°			°				

## OBJECTIVE AND ACTION PLAN

OBJECTIVE NO.	OP/85-20	OFFICE	Employment	RESPONSIBLE OFFICER	DD/E	FY RESOURCE ESTIMATE		PERIOD		STATUS							
OBJECTIVE Reduce by 25% the processing time between initial applicant contact and full-initiation (scheduling of medical and polygraph).						FY	WKYR	DOLLARS	OCT - DEC	+	=	<					
									JAN - MAR								
									APR - JUN								
									JUL - SEP								
									+ EXCEEDING PLAN								
			= MEETING PLAN														
			< BEHIND PLAN														
ACTION PLAN (Milestones)						COMPLETION MONTH: SCHEDULED O; ACTUAL X											
<ul style="list-style-type: none"> <li>Examine data flow and identify processing delay points.</li> <li>Analyze and develop alternative processing procedures and deadlines.</li> <li>Develop means to test and track effectiveness of alternative procedures.</li> <li>Conduct quarterly review of progress toward objective.</li> </ul>						OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP

## OBJECTIVE AND ACTION PLAN

OBJECTIVE NO.	OP/85-21	OFFICE	Employment	RESPONSIBLE OFFICER	C/Support Staff	FY	FY RESOURCE ESTIMATE		PERIOD			STATUS					
							WKYR	DOLLARS				+	=	<			
OBJECTIVE Explore the feasibility of utilizing existing ADP systems (AIM, SCRIPT, WANG) to facilitate current Office of Employment operations while awaiting the implementation of the Integrated Applicant Processing System (IAPS).									OCT - DEC								
									JAN - MAR								
									APR - JUN								
									JUL - SEP								
									+ EXCEEDING PLAN								
									= MEETING PLAN								
									< BEHIND PLAN								
ACTION PLAN (Milestones)						COMPLETION MONTH: SCHEDULED O; ACTUAL X											
						OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
<ul style="list-style-type: none"> <li>Conduct a management study of current processing methods and procedures.</li> <li>Determine if an appropriate ADP application exists.</li> <li>Develop and test proposed ADP applications.</li> <li>Incorporate new ADP applications in the processing cycle.</li> </ul>						o											
							o										
								o									
									o								

## OBJECTIVE AND ACTION PLAN

OBJECTIVE NO.	OP/85-22	OFFICE	Employment	RESPONSIBLE OFFICER	C/STP	FY RESOURCE ESTIMATE		PERIOD		STATUS							
OBJECTIVE  Expand and enhance the Student Programs through increased component participation by all Directorates.						FY	WKYR	DOLLARS	OCT - DEC	+	=	<					
									JAN - MAR								
									APR - JUN								
									JUL - SEP								
									+ EXCEEDING PLAN								
			= MEETING PLAN														
			< BEHIND PLAN														
ACTION PLAN (Milestones)						COMPLETION MONTH: SCHEDULED O; ACTUAL X											
						OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
<ul style="list-style-type: none"> <li>Identify component representatives to screen and direct the placement of students while identifying work positions of substance and challenge.</li> <li>Develop an orientation program for Agency managers on how to attract, maintain, and retain students once they join a specific office.</li> <li>Change the mode of hire of Student Trainees from contract to Staff Employee - Reserve.</li> <li>Develop a "graduated" pay structure for providing student trainees with financial assistance during their final year in school.</li> </ul>							o										
								o									
									o								
										o							

AGENDA

OFFICE OF PERSONNEL

FOURTH DDA QUARTERLY REVIEW

13 November 1985  
0930 - 1100 Hours

STAT

FY 1985 ACCOMPLISHMENTS

0930 - 0945      \* Office of Personnel FY 1985 Accomplishments (Mr. Robert Magee, Director of Personnel)

CENTRAL TRAVEL SERVICES

STAT

0945 - 0955      \* New Ticketing [ ] Deputy Chief, Central Travel Services)

POLICY, ANALYSIS AND EVALUATION ACTIVITIES

STAT

STAT

0955 - 1015      \* Task Force on Security Information Hazards (Mr. Andrew [ ] Chief, Special Support Staff)  
\* Promotion Headroom Modeling [ ] Chief, Analytical Reporting and Modeling Branch)

EMPLOYMENT ACTIVITIES

STAT

1015 - 1030      \* Status of Employment Processing

STAT

STAT

[ ]  
\* Recruiter Corps Expansion  
\* Radio Advertising  
\* Search Firms  
\* Recruiter Training Program  
[ ] Chief, Officer/Technical Division [ ] Acting Chief, Recruitment Operations Division)



FY 1985 ACCOMPLISHMENTS

\* Office of Personnel FY 1985 Accomplishments  
(Mr. Robert Magee, Director of Personnel)

CENTRAL TRAVEL SERVICES

\* New Ticketing

[REDACTED]  
Services)

Deputy Chief, Central Travel

STAT

## OBJECTIVE AND ACTION PLAN

OBJECTIVE NO. OP 85-18		OFFICE OP	RESPONSIBLE OFFICER		FY		FY RESOURCE ESTIMATE		PERIOD		STATUS					
OBJECTIVE					WKYR		DOLLARS		+ = <							
Provide improved travel services to Agency travellers.									OCT - DEC		X					
									JAN - MAR		X					
									APR - JUN		X					
									JUL - SEP		X					
									+ EXCEEDING PLAN							
									= MEETING PLAN							
									< BEHIND PLAN							
ACTION PLAN (Milestones)					COMPLETION MONTH: SCHEDULED O, ACTUAL X											
					OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
*Establish satellite Apollo ticketing units in the following outlying buildings:																
1) Key							0--	--X								
2) South									0--							
3) South									0--							
*Cross-train travel specialists in both transportation and documentation functions so the traveller does not have to wait to see two people as is required now.																0--
*Establish a Daily Duty Officer to handle emergency travel requirements without undue delay.								0--		--X						
*Automate control systems and travel procedures:																
1) Analyze current system and procedures in order to streamline them and eliminate redundancies.																
2) Develop detailed, computerized instructions as aids for travel specialists.																
3) Implement the automated systems and procedures.												0--			--X	

OP/CTS

MBO NARRATIVE

PERIOD: JUL - SEP 1985

1. Activity this Period:

Wang Alliance equipment was installed in Travel Processing Branch in August and automated systems and procedures were implemented in September. Among the features currently automated are "Travel Processing Guidelines", "PCS Requirements", "World-wide Visa Requirements", "Passports Held by Agency Personnel", "Status of HHG Shipments", "Current Itineraries of Foreign TDY and PCS Travellers", and "Ticket Receipt and Cost Report". Additional applications, including the automation of processing [redacted] forms, are being made under the guidance of a Wang specialist on temporary detail from OIT.

2. Problems and Shortfalls:

The installation of the ticketing unit [redacted] was delayed because a communications link was not ready as scheduled. The units for South and Key buildings were delayed further because of a lack of dedicated power outlets for the ticketing equipment.

3. Status:

Factors beyond our control have delayed the expansion of the satellite ticketing network.

4. Plans:

Due to the importance of the project, we will continue the satellite expansion effort as an FY 1986 objective.

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POLICY, ANALYSIS AND EVALUATION ACTIVITIES

STAT

- \* Task Force on Security Information Hazards  
[redacted] Chief, Special Support Staff)

STAT

- \* Promotion Headroom Modeling  
[redacted] Chief, Analytical Reporting and  
Modeling Branch)

## OBJECTIVE AND ACTION PLAN

OBJECTIVE NO. FY 1985 - OP/85-8	OFFICE OP/ARMB	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD		STATUS	
OBJECTIVE Develop and Refine an Effective Promotion Simulation System.				WKYR	DOLLARS				
						OCT - DEC		X	
						JAN - MAR		X	
						APR - JUN			X
						JUL - SEP		X	
			+ EXCEEDING PLAN						
			= MEETING PLAN						
			< BEHIND PLAN						

  

ACTION PLAN (Milestones)	COMPLETION MONTH: SCHEDULED O; ACTUAL X											
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
*Develop a basic promotion simulation tailored to the requirements of a specific Career Service panel.	OX											
*Use Career Service panel feedback to modify and improve basic promotion simulation. (CS#1)	OX											
*Modify basic promotion simulation for application to an additional Career Service panel. (CS#2)												
a. Determine the manpower impacts of Career Service panel promotion and hiring policies.	OX											
b. Document the policy impact forecasts in textual and graphic form.	OX											
c. Brief the Career Service panel on the simulation results.	OX											
*Use Career Service panel feedback to tailor and improve modified model.												
a. Determine the manpower impacts of Career Service panel promotion and hiring policies.			OX									
b. Document the policy impact forecasts in textual and graphic form.			OX									
c. Brief the Career Service panel on the simulation results.			OX									

## OBJECTIVE AND ACTION PLAN

OBJECTIVE NO. FY 1985 - OP/85-8	OFFICE OP/ARMB	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD		STATUS						
OBJECTIVE Develop and Refine and Effective Promotion Simulation System.			WKYR	DOLLARS	OCT - DEC	+	=	<						
					JAN - MAR									
					APR - JUN									
					JUL - SEP									
			+ EXCEEDING PLAN = MEETING PLAN < BEHIND PLAN											
ACTION PLAN (Milestones)			COMPLETION MONTH: SCHEDULED O; ACTUAL X											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
*Adapt modified promotion model for application to multiple Career Service panels.							OX							
*Apply generic promotion model against additional Career Service panels														
a. Determine the manpower impacts of Career Service panel promotion and hiring policies.									0	X				
b. Document the policy impact forecasts in textual and graphic form.									0					0
c. Brief the Career Service panel on the simulation results.									0					0
*Refine and validate model with Career Service feedback.														
a. Determine the manpower impacts of Career Service panel promotion and hiring policies.											0			OX (OCT)
b. Document the policy impact forecasts in textual and graphic form.											0			OX (OCT)
c. Brief the Career Service panel on the simulation results.											0			OX (NOV)
*Develop model briefing and publicity and offer to Career Services as a planning resource.														OX



MBO NARRATIVE OP/85-8 (Promotion Simulation System)

1. Activity This Period:

ARMB completed development and testing of four prototype promotion models using OTS as our test bed. These models incorporated promotion policies ranging from the very liberal to the very conservative. The Director and Group Chiefs of OTS were given an oral presentation on the results of our modeling efforts. This was followed by the delivery of a paper outlining the structure, results and assumptions of the models in greater detail.

2. Problems and Shortfalls:

The increased refinement of the OTS model and personnel staffing shortages have extended the period of time needed to incorporate user-friendly interface into our present system.

3. Status:

The structure of our modeling efforts with respect to methodology has been completed.

4. Plans for Next Period:

Identification of requirements to facilitate system use by non-technical personnel involving the development of a user-friendly interface for the present system, or as an alternative, the development by MFS of unique models for each career sub-group.

**"IN OUR NEW SOCIETY, THE  
STRATEGIC RESOURCE IS  
INFORMATION"**

**JOHN NAISBITT, MEGATRENDS**

## **QUESTIONS MANAGERS ASK**

- \* HOW MUCH PROMOTION ROOM DO I HAVE ?
- \* WHAT IS THE GRADE DISTRIBUTION OF MY WORK FORCE? WHAT WILL IT BE ?
- \* WHAT POLICY IS BEST ?

## **THREE PROMOTION STRATEGIES**

- \* CONSERVATIVE
- \* HISTORICAL
- \* LIBERAL

## **REQUIRED DATA**

- \* OFFICE STRUCTURE — POSITIONS  
AND GRADES
- \* GROWTH TRENDS
- \* TIME IN GRADE GUIDELINES
- \* AVERAGE GRADE CONTROLS
- \* UNIQUE FACTORS

## **HOW IT WORKS**

- \* RATES FLUCTUATE
- \* HIRING DELAY BUILT IN
- \* HEADROOM AGGREGATED
- \* OFFICE AVERAGE GRADE CALCULATED

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EMPLOYMENT ACTIVITIES

\* Status of Employment Processing

[redacted]

\* Recruiter Corps Expansion

\* Radio Advertising

\* Search Firms

\* Recruiter Training Program

[redacted] Chief, Officer/Technical

Division and [redacted] Acting Chief,  
Recruitment Operations Branch)

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4. Search Firms

Responses have been received from four of the six search firms to which Requests For Proposal were sent. These responses are being reviewed and a recommendation is being prepared identifying which of the firms have met the criteria for selection.

5. Placement Directors' Manual

The final draft of the college Placement Directors' Manual has been forwarded to Printing and Photography Division and is expected to be ready for distribution in early November 1985.

6. Recruiter Training Program

STAT The inaugural running of the Recruiter Training Program is scheduled to take place  on 13-22 November 1985. Eight OP recruiters and an equal number of component representatives will be in attendance.

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